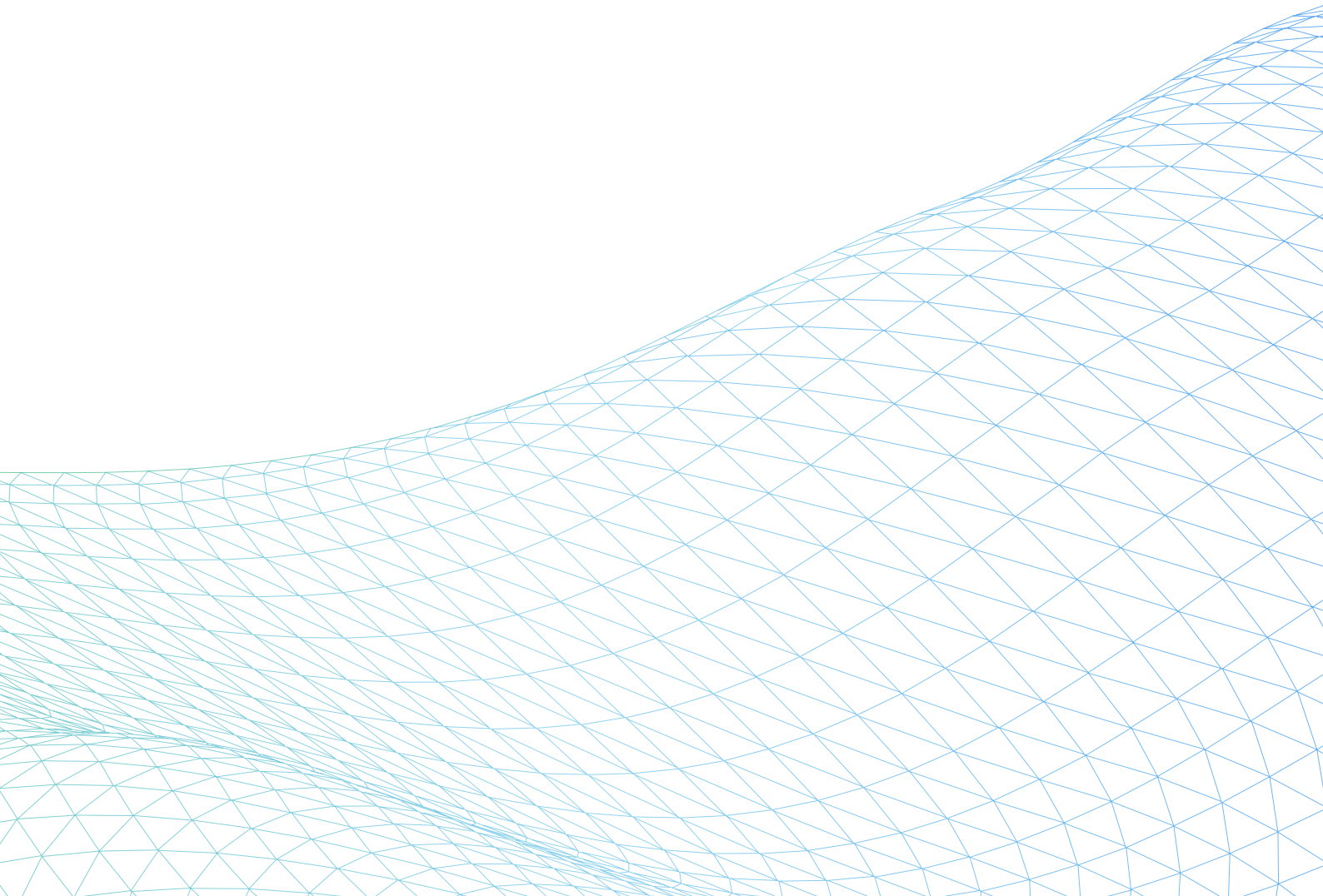


VISION OF THE EUROPEAN ELECTRICITY INDUSTRY



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In light of the Paris Agreement and the urgency to address climate change, air pollution and depletion of natural resources;

In the midst of a deep transformation driven by technology, digitalisation and more active European customers;

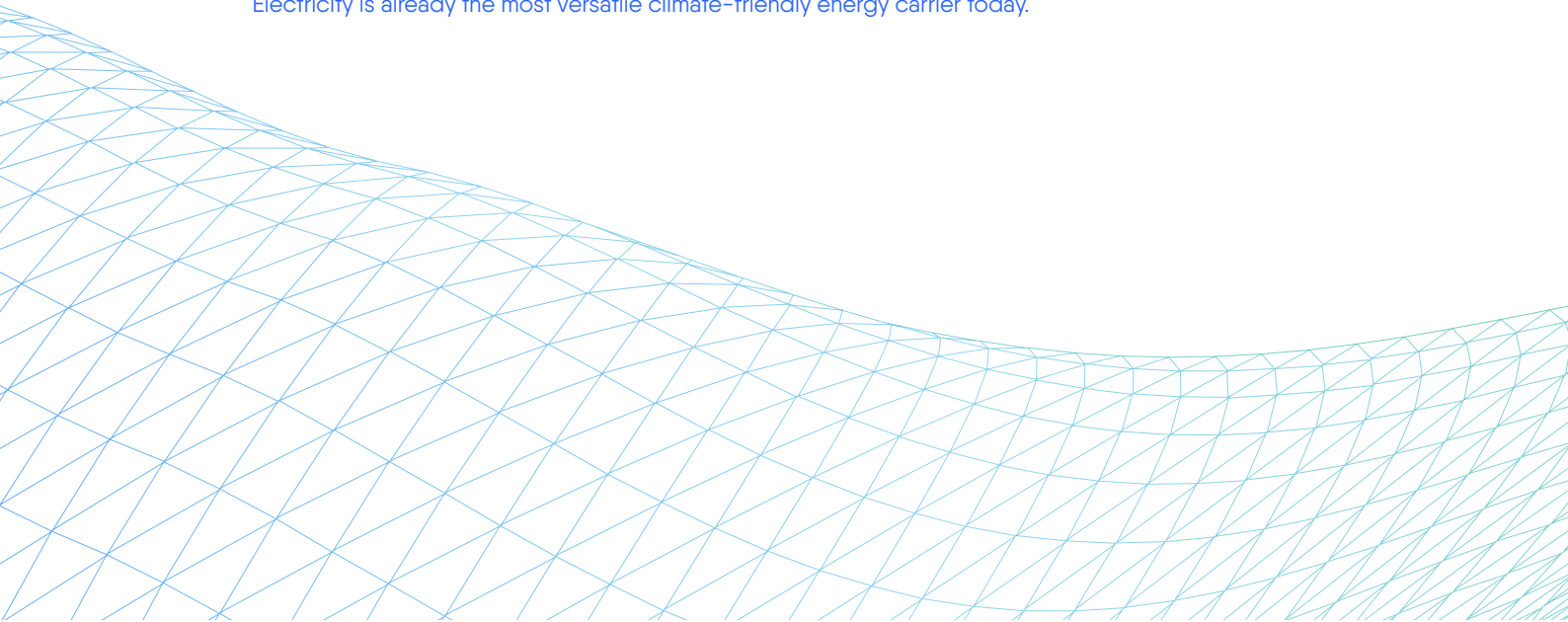
In recognition of the importance of cost-efficiency and the need to deliver secure and affordable energy while modernising our infrastructure;

WE, THE EUROPEAN ELECTRICITY INDUSTRY, COMMIT to playing a key role to enable and sustain:

- A vibrant, competitive European economy, reliably powered by clean, carbon-neutral energy
- A smart, energy efficient and truly sustainable society for all citizens of Europe

WE BELIEVE THAT ELECTRICITY IS THE KEY

- **To customer value.** More than a century after the introduction of electric light bulbs and motors, the potential of electricity continues to grow. Electricity has already brought us light, appliances, telecommunications, computers and many other tools that have enabled and improved modern living. It will soon deliver enhanced user experience through new digital energy services, enable zero-emission mobility and living comfort, and resource-efficient industrial processes;
- **To competitiveness.** The combination of integrated and well-functioning energy markets, fully optimised industrial value chains and decreasing exposure to volatility of commodities will make electricity the preferred option to power the economy and sharpen Europe's competitive edge;
- **To energy security.** After decades of dependence on fossil fuels in the power, transport and industrial sectors, domestically produced clean electricity will improve our balance-of-trade and reduce dependence on fuel imports from outside the EU. This is a much-needed shift from a resource-based to a European technology-based economy;
- **To social and environmental sustainability.** Switching to electricity will bring immediate and tangible improvements for cities, communities and rural areas in the form of cleaner air and better health. Electricity is already the most versatile climate-friendly energy carrier today.



WE WILL LEAD THE COST-EFFECTIVE ENERGY TRANSITION

which we see as a unique opportunity. In particular, we will:

- **INVEST** in clean power generation and transition-enabling solutions, to reduce emissions and actively pursue efforts to become carbon-neutral well before mid-century, taking into account different starting points and commercial availability of key transition technologies;
- **TRANSFORM** the energy system to make it more responsive, resilient and efficient. This includes increased use of renewable energy, digitalisation, demand side response and reinforcement of grids so they can function as platforms and enablers for customers, cities and communities;
- **ACCELERATE** the energy transition in other economic sectors by offering competitive electricity as a transformation tool for transport, heating and industry;
- **EMBED** sustainability in all parts of our value chain and take measures to support the transformation of existing assets towards a zero carbon society;
- **INNOVATE** to discover the cutting-edge business models and develop the breakthrough technologies that are indispensable to allow our industry to lead this transition.

WE CALL UPON POLICYMAKERS AND STAKEHOLDERS

To recognise the key role of increasingly clean and climate-friendly electricity in achieving Europe's climate and energy commitments under the Paris Agreement and actively support measures that accelerate the shift towards competitively priced electricity for European consumers;

To promote a cost-effective energy transition supported by a strong carbon market that delivers a meaningful price and channel climate and energy financing towards transition-enabling technologies;

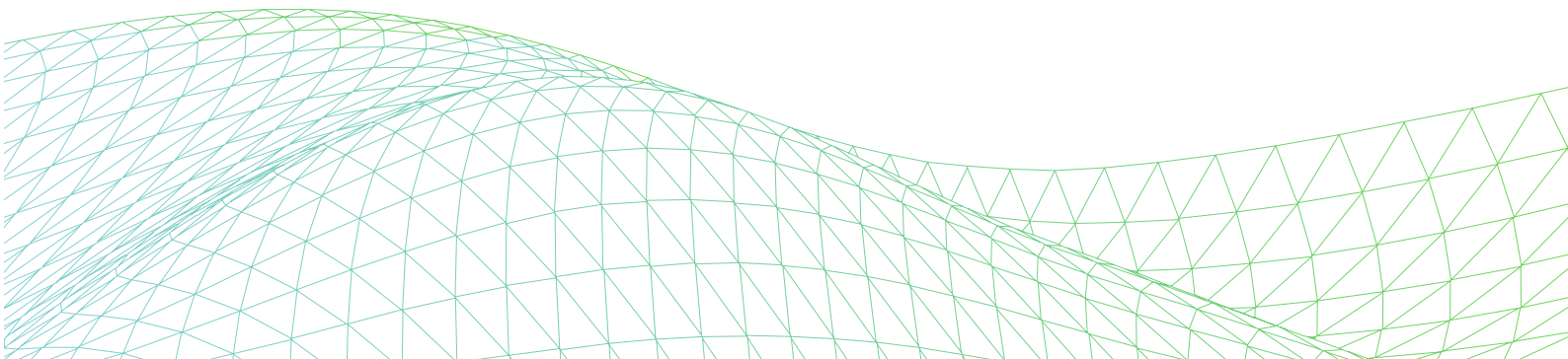
To accelerate electrification through smart and better regulation, and promote the take-up of clean heating and cooling in residential and industrial buildings, clean electric mobility and more efficient industrial processes;

To promote the digitalisation of the entire value chain. Make smart grids a reality so as to integrate centralised and decentralised technologies, promote customer participation in a secure, flexible and cost-effective manner;

To ensure a well-functioning, fully integrated power market at the heart of the European energy system, giving the right signals to attract investments, boost innovation and reduce costs, while ensuring security of supply;

To support a fair transition, by actively managing social and geographical impacts, ensuring a fair effort sharing and guarding data protection, privacy and freedom of choice for customers.

We are fully committed to playing our part and we look forward to leading this fascinating journey.



Michael WIDER
Alpiq

Andrew WALO
Axpo

Stefan KAPFERER
BDEW

Daniel BENES
CEZ

Lars AAGAARD
Danish Energy

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Pekka LUNDMARK
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EZS

